



Port Hope Police Service **BUSINESS PLAN**

2021-2023

Collaborative Community Safety
Core Policing
Organizational Excellence

CONTENTS

Our Vision, Our Core Values, Our Mission Statement.....2

Message from the Board Chair.....3

Message from the Chief of Police.....4

Glossary of Terms.....5

Port Hope — About Our Community6

The Business Planning Process.....7

Phase I—Regulatory Requirement.....8

Phase II—Community Consultation.....9

Phase III—Internal Consultation 10

2021—2023 Area of Focus #1: Collaborative Community Safety..11

2021—2023 Area of Focus #2: Core Policing.....12

2021—2023 Area of Focus #3: Organizational Excellence.....13

Information Technology 14

Community Safety and Well-being Plan 15

Reflections on the 2018—2020 Business Plan.....16

Acknowledgments.....17

Contact the PHPS or the Board.....18

OUR VISION

An innovative, responsive and sustainable police service committed to organizational excellence

OUR CORE VALUES

Integrity, Fairness, Engagement, Teamwork, Inclusiveness, Accountability.

OUR MISSION STATEMENT

Dedication to ensuring the safety and security of the community through:

- engagement and partnerships
- innovative and adaptive procedures and actions
- timely response
- commitment to the core values of the organization

A MESSAGE FROM THE BOARD CHAIR

Jeff Gilmer, Board Chair



As Chair of the Port Hope Police Services Board, I am proud to present the 2021-2023 Business Plan for the Port Hope Police Service. As required by the Police Services Act of Ontario, this plan has been developed in close collaboration with the community. We have endeavored to create a plan that addresses the desire of the community to have a deeply engaged Police Service. We have developed straightforward goals to ensure that the Port Hope Police Service will continue to serve and protect the community, as it has done with excellence since it was formed in 1834. The Board looks forward to seeing the relationship between the Port Hope Police Service and the community grow, with the guidance provided by the Business Plan, over the next three years.

Your Port Hope Police Services Board Members



Jeff Gilmer, Chair



John Hudson, Vice-Chair



Les Andrews



George Kallonakis



Laurie Carr

A MESSAGE FROM THE CHIEF OF POLICE

Bryant Wood, Chief of Police



Since 1834, the Port Hope Police Service has been an integral part of the Port Hope community. Over the last 184 years many aspects in policing have changed and the PHPS has evolved to respond to those changes. However, moving into 2021 and beyond will see some new and very dramatic challenges to the way policing services are delivered, not only in Port Hope but across Ontario as well. This is happening at a pace not seen at any time in our history.

As I write this message, we are in the midst of the worst pandemic the world has seen in a hundred years. I am very proud of the actions, responses and commitment shown by all officers and civilian staff of the PHPS during this period. Trying to balance off the priorities of the 2018-2020 Business Plan while responding to dramatic shift in service patterns during this time, has been unique to say the least. However, I am pleased to report that we have been successful in meeting the goals set out for the organization in the current Business Plan with only a few minor exceptions which have been beyond our control.

The pandemic has dramatically shifted the way in which we have done business, such as moving to a full time video court appearance regime, e-disclosures, safety protocols for handling prisoners, new cleaning procedures for the building and all of our equipment, personal protective devices for all of our front line staff, "Zoom" style video conferences from Police Service Board meetings as well as all other provincial conferences, a new perspective on staff well-being, and how we deliver training in a safe manner. Much of these changes will stay with us for some time and alter permanently how we deliver service to the community-at-large and some of these are reflected in this new business plan.

Our service represents a group of highly trained and well-equipped members who bring professional policing to our municipality each and every day throughout the year. We are proud of our history and proud our connections to all the citizens and stakeholders in our community. As the Chief of Police, I look forward to leading this fine group of people over the next number of years to meet the goals of this Business Plan. I would like to thank the Police Services Board for allowing me to have input to this plan and am also very pleased with professional relationship that the Board and I maintain to bring the best possible service to the Municipality of Port Hope.



GLOSSARY OF TERMS

PHPS	Port Hope Police Service
The Board	Port Hope Police Services Board
The Municipality	The Municipality of Port Hope
OPP	Northumberland Detachment of the Ontario Provincial Police
Police Services Act	Police Services Act, Revised Statutes of Ontario (R.S.O.) 1990, c. P.15
O.Reg 3/99	Ontario Regulation 3/99 Adequacy and Effectiveness of Police Services
CSWBP	Community Safety and Well-Being Plan



PORT HOPE ABOUT OUR COMMUNITY

The Municipality of Port Hope is nestled amongst the rolling hills of Northumberland County on the shores of Lake Ontario. It is located approximately 100 kilometers east of Toronto and 160 kilometers west of Kingston. Spanning 279 square kilometers, the Municipality is comprised of both rural and urban communities, with a combined population of approximately 16,750. The rural portion of the Municipality is policed by the OPP and the urban portion, the PHPS. The Board is one of the few boards in the province providing civilian oversight of both a municipal police service and the OPP.



According to *2016 Census data, the Municipality has experienced a 3.3% growth in population since 2011. The population continues to grow at a rate of approximately 0.5% annually. This is largely attributed to growth from the Greater Toronto Area as well as to the quiet appeal that the community offers. The Municipality is equally populated with females (51.7%) and males (48.3%). The largest population demographic is 65-69. Over 60% of the population is between the ages of 15 and 65.



The Municipality has four public elementary schools and one public high school all overseen by the Kawartha Pine Ridge District School Board. There is also one Roman Catholic elementary school, which is overseen by the Peterborough Victoria Northumberland and Clarington Catholic District School Board. There is also one private school that offers day programs or boarding for students in grades 5 through 12.



Industrial and manufacturing operations continue to expand in Port Hope. The municipal business park has witnessed new growth with a number of the lots within the park being developed for industry. Existing industries continue to grow and include plans to expand and continue hiring practices. Recently, Port Hope has witnessed a renaissance in filming with numerous television and movie companies completing projects.



THE BUSINESS PLANNING PROCESS

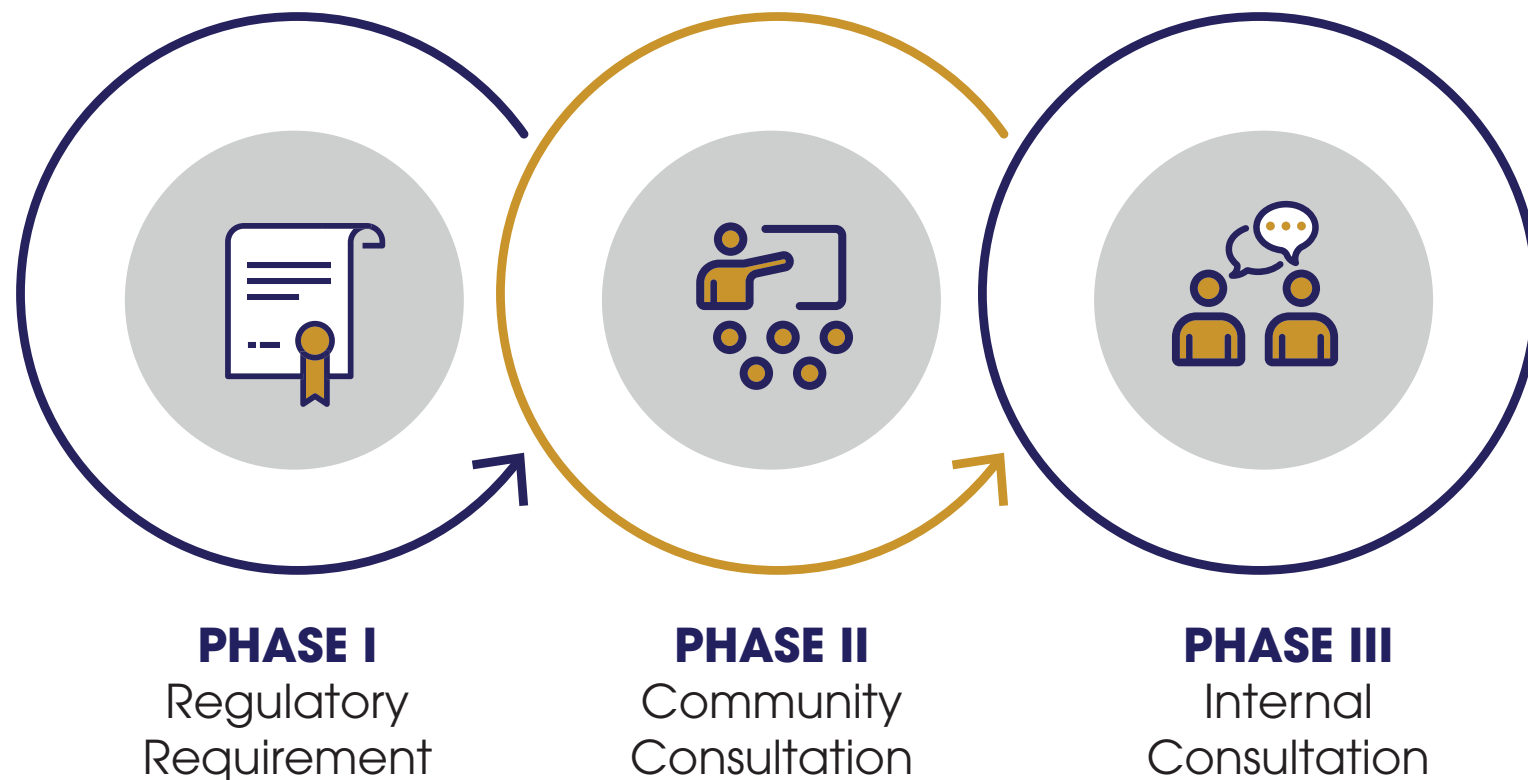
PHASE I Regulatory Requirement



Under the Police Services Act, the Ministry of the Solicitor General provides a framework for core policing requirements of all municipal police services in Ontario. One key function of a police services board is to work with the Chief of Police and community members to prepare a three-year business plan. Accordingly, the Board has developed this plan for the urban portion of the Municipality of Port Hope.

While the business plan provides strategic direction, the PHPS must have the ability to adapt to emerging issues. The plan addresses this necessary flexibility.

As outlined below, the Board took a three-phase approach to the development of the plan.



O.Reg 3/99: Adequacy and Effectiveness of Police Services (O.Reg 3/99) outlines the administrative requirements of police services and police services boards. It also specifies that business planning address information technology (IT), resource planning, facilities and provision of adequate and effective service.

The business plan must also provide measurable performance objectives relating to:

- Community-based crime prevention initiatives
- Community patrol
- Criminal investigation services
- Community satisfaction with the police service
- Emergency calls for service
- Violent, property and youth crime rates and clearance rates
- Assistance to victims of crime
- Road safety

From consultations with the community and the PHPS, the Board developed objectives that meet the requirements of the Ministry of the Solicitor General and address community concerns. The Board worked closely with Senior Administration to create objectives that are measurable and meaningful.



PHASE II Community Consultation



As required under Sections 30 through 32 of O.Reg 3/99, every police services board must consult with community members (as defined in the regulation) in preparation of a business plan for the police service in the community it serves. The Board undertook the community consultation process outlined below. Results were generally positive and identified that overall, citizens are satisfied with the PHPS and feel safe in Port Hope.

- Public survey: Urban residents had the opportunity to complete an online survey (paper copies were also made available) focused on measuring satisfaction with the PHPS, perception of community safety, and identifying community priorities for policing.
- Community partners survey: An online survey for organizations in the community that was designed to increase understanding of the PHPS' interactions with an organization's staff/volunteers and the people who access their services.
- Business sector survey: An online survey for business owners that was designed to ascertain the perception of safety and overall satisfaction with the PHPS.
- Business partners focus group: The Board hosted a focus group for business owners to have an in-depth discussion of the questions presented in the online survey.
- Community partner consultation – The Board met with the leaders of many of the PHPS' community partners to gain a deeper understanding of the needs of these partners. This helped determine what has been successful and what can be further developed within these relationships



A desire for more defined police engagement in the community and partnerships with community service providers was consistently expressed. Specific initiatives or priorities identified during these consultations are outlined throughout the plan. The Board prepared a compilation of consultation results which can be obtained by contacting the Board office.

PHASE III Internal Consultation



As outlined in the Police Services Act, the Board provides governance oversight of the PHPS. Operations are managed by the Chief of Police and a senior management team. The Board consulted extensively with the administration team in developing this plan.

IDENTIFIED AS IMPORTANT TO POLICING IN THIS COMMUNITY



AREA OF FOCUS #1: Collaborative Community Safety

AREA OF FOCUS #2: Core Policing

<p>1 Increase public presence in the community through the implementation of an Auxiliary Officer Program</p>	<ul style="list-style-type: none"> Recruit volunteers who are invested in the community. Increase visibility of the PHPS at public events. Assist officers as needed.
<p>2 Foot Patrol</p>	<ul style="list-style-type: none"> With the added assistance of the Auxiliary Officer Program, foot patrol hours in the neighbourhoods and the downtown core will be increased.
<p>3 Training Sessions with Community Partners</p>	<ul style="list-style-type: none"> Schedule bi-annual training sessions with community partners to increase knowledge of the resources available in the community for those in need of services.
<p>4 Diversity Training</p>	<ul style="list-style-type: none"> Following the commitment made by the Municipality, complete diversity training for all officers and staff. This training will cover anti-racism, anti-oppression, diversity, inclusion and the history of Aboriginal Peoples.
<p>5 Transparent Referral Process</p>	<ul style="list-style-type: none"> Add new information to the PHPS website to inform the public on procedures involved in referring victims of gender-based violence, those experiencing mental health issues or at-risk youth to community partners. Add resources to the PHPS website for people with questions about where to seek help when they are in crisis.
<p>6 Response to Mental Health and De-Escalation</p>	<ul style="list-style-type: none"> Ensure all officers are trained in successful de-escalation techniques and crisis intervention. Continue the partnership with the Mental Health Engagement and Response Team (MHEART) which provides expertise in responding to mental health calls. Continue work with Northumberland Hills Hospital in providing a safe referral regimen for those in a mental health crisis.

<p>1 Cannabis</p>	<ul style="list-style-type: none"> Ensure all officers have received Standard Field Sobriety Testing. Maintain certification of at least one officer as a Drug Recognition Expert.
<p>2 NG911 Implementation</p>	<ul style="list-style-type: none"> The Canadian Radio-television and Telecommunications Commission (CRTC) directed all telephone and mobile wireless companies to update their networks to provide next-generation 9-1-1 (NG9-1-1) services. This will provide Canadians with access to new and innovative emergency services and capabilities enabled by the prevalence of mobile devices and the evolution of telecommunications networks. The CRTC aims to ensure that Canada's 9-1-1 system takes advantage of these technological advancements to improve public safety. The Owen Sound Police Service, who provide dispatch service for the PHPS, has upgraded their systems to be compliant with the launch of NG911. This is expected to be in place for January of 2022.
<p>3 Forthcoming Police Services Act</p>	<ul style="list-style-type: none"> The Comprehensive Ontario Police Services Act has received Royal Assent. Implementation of the new Regulations have been delayed by the COVID-19 pandemic but are expected in 2021 or 2022. The PHPS will continue to work closely with Northumberland County to enact a Community Safety and Well-Being Plan, the centerpiece of the new PSA legislation (more information about this plan is included later in this document).
<p>4 Body-Worn Cameras</p>	<ul style="list-style-type: none"> The PHPS will study the deployment of this technology as it evolves within the policing community.
<p>5 Speeding</p>	<ul style="list-style-type: none"> Conduct daily radar surveillance. Use "Speed Spy" radar device technology to record the speeds in an area over several days to compile information for analysis to better address road safety concerns.
<p>6 Addressing Fraud</p>	<ul style="list-style-type: none"> Continue information campaigns concerning reported fraudulent activity in the community. Maintain on staff a Cyber Crime expert to work on cyber-crime files such as Child Exploitation.

AREA OF FOCUS #3: Organizational Excellence

INFORMATION TECHNOLOGY AT THE PORT HOPE POLICE SERVICE

- 1

Succession Planning

 - The Deputy Chief retired at the end of 2020, resulting in the movement of other officers into key roles with appropriate training and mentoring to both maintain and enhance required knowledge.
- 2

Equipment

 - Continue to ensure officers have access to modern equipment and vehicles. To date, these purchases have had no impact on the municipal assessment as financing has been provided through the PHPS screening reserve.
- 3

Wellbeing of Employees and Officers

 - Provide officers and staff with Peer to Peer Support via the Road to Mental Readiness Training.
 - An in-house gym facility is provided to officers to enhance physical wellbeing.
 - Morneau Shepell Employee Assistance Program will continue to be available for psychological assistance.
- 4

Maintaining Specializations

 - Maintain good standing of officers who are specialists in Breath Techs, Fraud Investigators, Sexual Assault Investigators, Drug Recognition Experts, among others.
- 5

Skills Augmentation Program

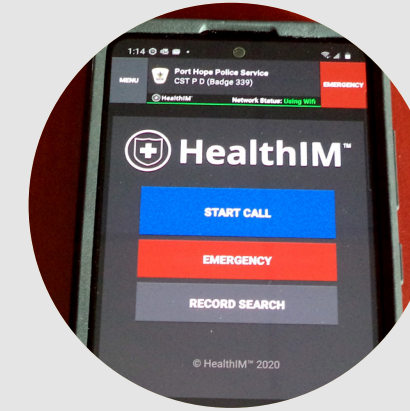
 - First Class Constables are given the opportunity to be seconded to the Criminal Investigations Bureau for a period of one year to supplement their skill set. This ensures that over time, most of the front-line staff have the opportunity to work on major criminal investigations.



The Port Hope Police Service has been working to provide the latest technology to officers allowing them to become more efficient.

The Service was able to outfit all cruisers with Samsung Toughbook's which allow officers to be on the road with access to the records management system, providing real time information

The service has outfitted a cruiser with an Automated License Plate Reader (ALPR). The ALPR system uses infrared colour cameras and special software to read licence plates at a rate of up to 3,000 per hour and provide real time plate information to the officer.



With the rise in mental health calls the Service implemented the Health IM application to each officer's mobile device. Using Health IM officers complete a digitized version of the interRAI™ Brief Mental Health Screener (BMHS). The BMHS provides rapid on-scene evaluation of risk and uses clinically validated algorithms to assist in evaluating risk of harm and determining appropriate outcomes. Safety of a person with mental health challenges in acute crisis, the safety of first responders and involved healthcare personnel is paramount. In situations where an individual requires transportation to a hospital, a summary of on-scene observations and safety considerations is automatically generated and securely transmitted to the hospital prior to arrival.



Prior to Covid the Police service had invested in a court teleconference system that was used for Wash Court which is court on weekends and statutory holidays. The Accused would be able to appear in front of a Justice without having to be transported to court. This was a savings to the Service in transportation costs and officer time. With COVID and courts moving to the virtual environment this unit allowed the Service to be able continue with all court appearances with no additional resources or equipment.

The Port Hope Police service has upgraded technology in our existing facility, including network infrastructure, surveillance systems, interview room video, security, telephone, and radio communications.

The Service understands that security and information technology is vital to allow for Officers to be efficient and effective in providing services to the residents of the Municipality of Port Hope.

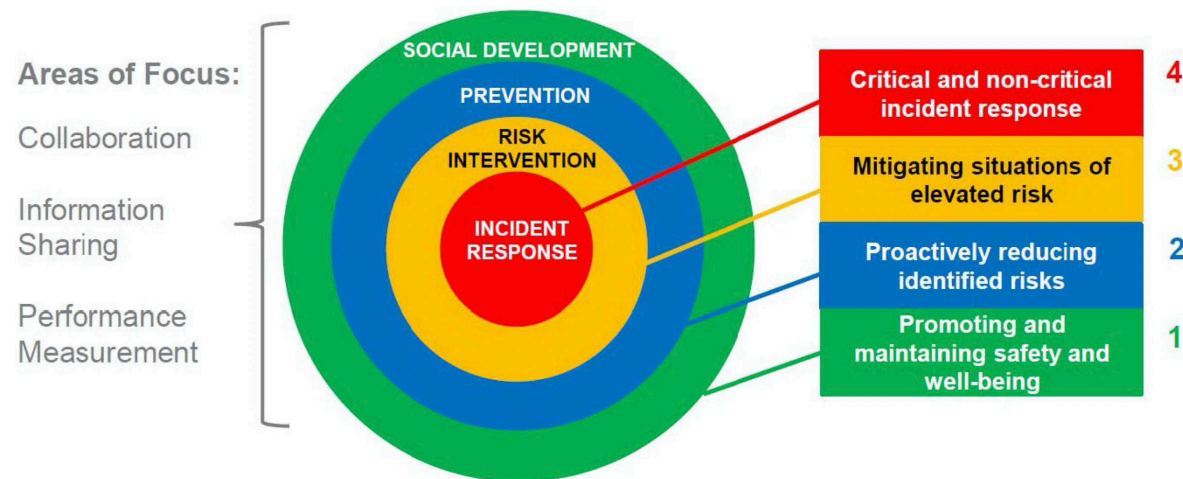
COMMUNITY SAFETY AND WELL-BEING PLAN (CSWBP)

Current policing legislation within the new Police Services Act comes with a mandated community safety planning component effective January 1, 2021. Guidance for creating a CSWBP comes from the Ministry of the Solicitor General, in a booklet called **Community Safety and Well-being Planning Framework: A Shared Commitment in Ontario**. It is the third CSWBP booklet in the series that outlines the Provincial Approach to Community Safety and Well-being. It is a follow-up to community feedback highlighted in the **Community Safety and Well-being in Ontario: A Snapshot of Local Voices**, released in 2014, and is grounded in research outlined in the first booklet, **Crime Prevention in Ontario: A Framework for Action**, released in 2012.

As a county wide requirement, the CSWBP is being spearheaded by Social Services at Northumberland County. The concept is straightforward. It is about intervening before an individual gets into the justice system. Early intervention is the focus around our situation tables which include representatives from Social Services, Educators, Police Services, Health Care Professionals, and Housing providers.

Clearly risk factors are different in various communities, which highlights that a one size fits all solution is untenable. Homelessness, mental health issues, addiction, and poverty have become exacerbated during COVID-19, making positive outcomes more challenging. As stated by Devon Clunis, the new Ontario Inspector General of Policing, we need to move further toward a proactive rather than reactive and crime focused model of policing. We look forward to the final release of the plan by Northumberland County.

Community Safety and Well-Being Planning Framework



REFLECTIONS ON THE 2018-2020 BUSINESS PLAN



Over the last three years the Port Hope Police Service has seen the world around us transform with significant scrutiny being placed on police service delivery models, our response to individuals in mental health crisis, police use of force, budgets (defunding), our own member's mental well-being as well our connections to our stakeholders and various segments of our community.

While addressing the multi-faceted issues listed above we have made great strides in accomplishing the priorities that were laid out before us in 2018. We succeeded in bringing about an agreement between the PHPS and the local hospital to better address the lengthy times spent in the hospital for mental health related calls. We have invested significantly in the Health IM software to assist in speeding up the process while giving not only our officers more insight to the crisis but also to the medial staff once the patient is at the hospital. All of these new processes have driven wait times in the hospital down significantly while providing the best possible support for those in need.

We have made significant investments into remote speed sensing and monitoring equipment which has been utilized throughout the municipality to assist us in maintaining road safety.

Our Community Engagement Unit was formed and has made excellent strides in forging new relationships within the community while building bridges between multiple organizations and sectors within our broader community. This unit regularly has made presentations to many community groups and students in an effort to make our community more resilient to fraud, bullying, cyber-bullying, scams, illicit drugs, elder abuse and much more.

Our officers over the last few years have been deployed to meet the needs of the community with respect to the Ganaraska River waterway fishery. In the past the municipality and the service received scores of complaints due to the misuse, abuse and violations of the rules that govern the proper harvesting of fish during the appropriate seasons. Since that initial request for assistance was received our officers have been trained and deployed during those fishing seasons and unfortunately, many charges have been laid on violators. Every year our officers have conducted hundreds of hours of foot patrol and surveillance on the river which we are happy to report has resulted in a vastly improved situation.

We have forged a new training relationship with the Cobourg Police Service and now routinely and exclusively train with them for Use of Force, Conducted Energy Weapon, Pistol, and C8 Carbine re-qualifications. This has been an excellent partnership which has allowed our front-line staff to train with our own people as well as those who we are most likely to back up in an emergency.

Our Criminal Investigations Bureau has established regular operations with the Cobourg Police Service and the Ontario Provincial Police while dealing with organized crime and its direct offspring, the illicit drug trade. The team has had many successes in this area taking a significant amount of drugs, cash obtained by crime and firearms off of our streets. This has been in concert with the unit giving our police service a substantially more comprehensive investigative ability for other major crimes that occur in our municipality. Our skills augmentation program which puts less experienced officers into our Criminal Investigations Bureau for a period of one year, has shown great success in honing the essential competencies of our junior officers while being mentored by more seasoned veterans. When these officers return to the road they are far more capable and skilled.

All in all, the Port Hope Police has met or exceeded the majority of the priorities as laid out for us in 2018 while meeting head-on the new challenges and demands that our society is now wanting us to examine as we move forward into our new Business Plan.

ACKNOWLEDGMENTS

The Board and PHPS recognize the valuable services that many individuals and organizations provide to people in need. These organizations assist in diverting people from the criminal justice system and in supporting them through difficult periods. The Board acknowledges the following individuals and organizations for their contribution to the 2021-2023 business plan:

**Jeeti Sahota, Police Services Advisor,
Public Safety Division, Ministry of the
Solicitor General**

**Nancy Johnstone of Cornerstone Family
Violence Prevention Centre**

David Sheffield of Green Wood Coalition

**Carol Beauchamp of Rebound Child and
Youth Services**

**Officer Tammy Staples, PHPS Community
Liaison Officer**

**Sara Tanner, Community & Social
Services, Northumberland County**

Dawn Campbell of Habitat for Humanity

Claire Holloway Wadhvani

Martha Ciana of Kinetic Care

Jeannette Breward Photography

**Susan Hicks of Empire Crossing
Retirement Home**

**Brenda Whitehead of the Chamber of
Commerce and Service Ontario**

Kendra Simmons of Antiques on Queen

**Maria Papaioannoy of Flavourium
Vape Boutique**

**Municipality of Port Hope Marketing Staff
Northumberland News**

Heritage Business Improvement Area

**Port Hope and District Chamber of
Commerce**

Residents of Port Hope

**Police Crest – Mark White with Reflections
Glass and Accessories**



CONTACT THE PHPS OR THE BOARD

If you require immediate assistance, please call 9-1-1.

To submit a general inquiry, a request for police screening (for employment, volunteer work or otherwise) or a request under the Freedom of Information Act, please contact the PHPS during regular business hours.

Port Hope Police Service

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Below: MPP David Piccini (Northumberland-Peterborough South) and the Honourable Sylvia Jones, Solicitor General, honoured retiring Port Hope Deputy Police Chief Darren Strongman on Friday, November 27, 2020 at the Port Hope Police Station. Photo credit: Pete Fisher.





PORT HOPE POLICE SERVICE BUSINESS PLAN 2021-2023

Port Hope Police Service
Port Hope Police Services Board

